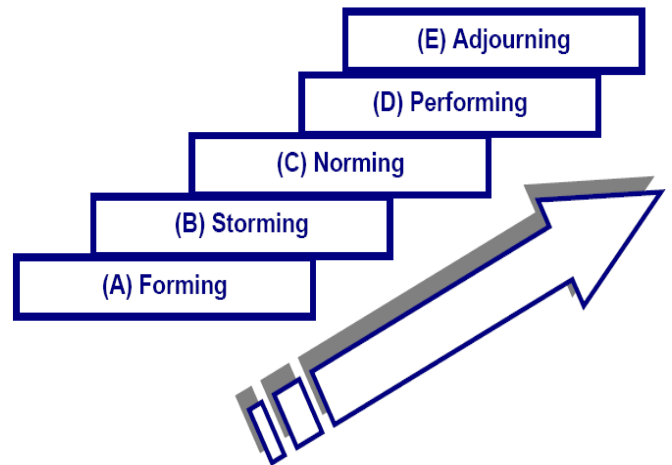


## Milan Bridge Task Force Development

November 3, 2015  
10:30 am – 12:30 pm

**Facilitator's (Phil) Notes – We accomplished a lot and are on schedule!** Citizens and government did a good job coming together and listening to some high-level concerns and interests. The group was also able to take a tour of the Milan Bridge after the meeting. The tour should prove valuable as we dig deeper into discussions.

The taskforce productively went through an initial “forming” step in the group development process. The forming step resulted in a good “vision of success” for the project around some mutual interests. In our excitement to take a tour of the bridge, I forgot to get confirmation of those willing to be part of the 3 additional taskforce meetings. This issue will be addressed at the beginning of the next meeting on November 4<sup>th</sup>.



There were some questions about when we will talk about more specific concerns and interests. First, thank you for your patience. At times, participants may want to jump to solutions, or forecast what the outcome will be without giving the process a chance. However, it is critical that everyone comes along and learns new ideas at the same pace for the group development process to work efficiently. Keep an open mind, because the process is designed to start broad and end in greater detail. At the next meeting, participants will get a better feel for the process through participation and discussion with some technical experts on process, information, and potential concerns. My hope is that the taskforce will likely have some productive “storming” (while following ground rules) at our next meeting that ends in greater understanding through respectful dialogue.

Some of our technical experts on the taskforce are getting the requested information organized for our next discussion. As we dig deeper into areas of concern or strategy, we can explore inviting more experts to help us with our assessment of alternatives. It was a pleasure to meet everyone yesterday and I am excited to be part of the community discussions. I am feeling encouraged! Nice work everyone!

With Respect,

Phil  
763-270-3461

## Meeting Minutes

Phil Barnes introduced himself as a professional facilitator and his role as an independent “neutral” in the process. Phil described his major personal goals for the process, which include:

- **Remaining Neutral**
- **Creating a Safe Environment for all to participate**
- **Having a process focus to ensure meetings remain productive, and**
- **A formal, reasonable, and influential recommendation for the Minnesota Department of Transportation**

Phil then explained the agenda and talked about our roles:

- **Facilitator – Creates Structure and Enforce Rules (Facilitator must remain neutral)**
- **Taskforce – Collaborate on Project Recommendations**
- **Experts, Engineers, and Planners – Expertise and Data**
- **Non-taskforce (Public) – Oversight and Feedback**
- **MnDOT– Develops Project that accounts for Recommendations**

Phil also explained that the process is going to be collaborative in nature, and MnDOT would like to do more than “inform or engage” the community. MnDOT would like to work with the community in “collaboration” to develop project plans. Phil suggested that a collaborative forum should have some core values that include:

- **Participants have “a say” on decisions**
- **Meet process needs of all participants**
- **Participants help define how to participate**
- **Information given to create meaningful input**
- **Process communicates how input affected decision**

Phil then gave a presentation on the proposed process. Phil explained that the processes aim is to define mutual interests in a “vision of success”, then to evaluate the concerns associated with each alternative, and finally to define potential new alternatives and recommendations.

Phil then asked participants in attendance about effective partnerships and how they appear. From this exercise ground rules were developed that all agreed Phil can enforce in his role as facilitator. Ground rules include that participants will:

- **Listen**
- **Respect Each Other**
- **Participate**
- **Have an Open Mind**



- **Look for Common Goals**
- **Respect Others Time**
- **Not partake in “Name Calling”**
- **Use a “Normal Voice”**

Phil then mentioned that it is OK to have emotion during the process. Phil suggested that we add one more ground rule that multiple participants should not get “upset” at each other at the same time. When someone is upset, others should refrain from debating that person during that time.

Phil then asked what information the participants needed to be productive during the taskforce. Responses included:

- **Funding Information**
- **Time limits and timelines**
- **Legalities**
- **Deficiencies of Structure**
- **Options previously investigated**
- **Accurate Estimates**
- **Process Explanations**

Phil then gave a background presentation to discuss “high-level” information that he thought may be helpful. Phil’s presentation included the following slide (full slides can be found in documents appendix):

**Local Traffic Background Information**

- Highway 40 serves as a farm to market route.
- The Bridge is currently limited to a 40 ton max, which limits agricultural haulers
- Some Agricultural Equipment cannot or should not cross current structure.
- The Truss Style creates issues with Vertical Clearance; however the truss has never been hit to MnDOT knowledge.

## Engineering Background

- Widening the *existing* bridge increases stress on the bridge structure, and engineers believe this would reduce load capacity more.
- Experts believe a 27 foot width is considered substandard for safety. MnDOT Bridge Preservation and Improvement Guidelines suggest a minimum of 30 foot roadway width.
- The Bridge is currently “functionally obsolete”. Design Standards require 6-foot shoulders, and there are currently 1.5 foot shoulders.
- The bridge has a sufficiency rating of 38.9, and is considered structurally deficient. The rating indicates severe structural problems that need remedy.



- Note: During the engineering background discussion a technical expert questioned whether current guidelines suggest a minimum of 30 foot roadway width. There was a suggestion that these guidelines change based upon the context of the bridge. Phil suggested a potential need for clarification for this context in the near future.

## Safety Background

- From January of 2004 to April of 2015 there has been 5 accidents in the area of the Bridge
- 2 accidents were due to frost covered road
- MnDOT has a policy to load post or close bridges before the structure becomes safety risk to public.



## Previous Studies Background

- A Section 106 Study was completed that evaluates whether there are feasible alternatives to replacement of the structure.
- The Secretary of Interior's "Standards for the Treatment of Historic Properties" were used to determine impacts of rehabilitation options can have on historic properties.



## Historical Background

- Built in 1938.
- The Historical Context of the Bridge is the Lac Qui Parle Flood Control/Conservation District created by the Corps of Engineers.
- In the past, it was a substantial effort to control flooding of the Minnesota River, and this bridge is in that historical area.
- The Flood Control Project was completed by the Works Project Administration (WPA) as a major federal relief project during the "New Deal" era.
- The Bridge is the only metal truss bridge in this Historic District.



Next, Phil then facilitated a “visioning” exercise that resulted in an agreed upon “vision of success” for the project. A technical expert asked whether this was a formal “purpose and need” statement. Phil suggested that all recommendations and efforts of the taskforce should be utilized for government definitions and processes, however he would prefer that minimal jargon is used while negotiating mutual interests and the “vision of success”. Participants then worked well to develop the following:

***The Milan Bridge Project was a success because it enhanced public safety, improved recreational opportunities, addressed historical and environmental concerns, while supporting the local economy through developing the structure in a timely and collaborative manner that met the transportation needs of the local community while efficiently using public dollars.***

Phil also had participants document their top “concern” regardless of the alternative for the project. Future meetings will utilize that information to streamline concern identification. Phil will “synthesize” these concerns into topic areas for us to discuss concern level.

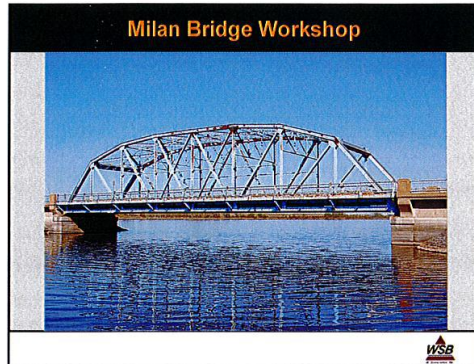
Phil then had “open agenda” time for people to have discussions outside of the process structure. A participant organized a tour of the Milan Bridge. Another participant felt that the meeting was productive and appreciated the effort.

**Meeting Adjourned Early @ 12:15 pm**

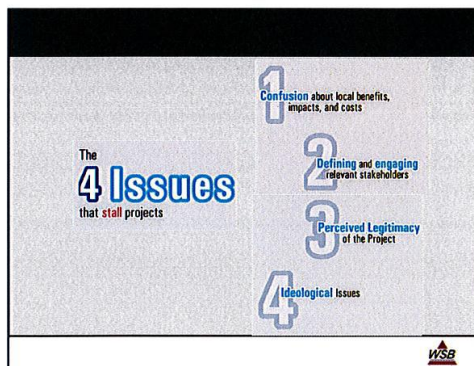
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**Full Slides from November 3<sup>rd</sup>, 2015**





- ### Core Values for Stakeholder/Public Participation
- Participants have "a say" on decisions
  - Participants allowed to influence decisions
  - Meet process needs of all participants
  - Participants help define how participate
  - Information given to create meaningful input
  - Process communicates how input affected decision
- WSB



- ### Taskforce Process Goals
- Work in Partnership
  - Better Envision Project Interests (Purpose and Need)
  - Define Strategies Stakeholders Embrace
  - Develop more Cohesiveness
  - Reduce Confusion
  - Feasible and Prudent Recommendations
  - Influence Decisions
- WSB

### Collaboration

Inform	Consult	Engage	Collaborate	Empower
Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	Obtain public feedback on analysis, alternatives, and/or decisions.	Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	Partner with the public in each aspect of the decision-making process including the development of alternatives and the identification of the preferred solution.	Place final decision-making authority in the hands of citizens.

WSB

- ### Agenda Workshop #1 (2 hours)
- Roles
  - Process Overview
  - Ground Rules Exercise
  - Background Discussion
  - Visioning Exercise
  - Project Vision Statement (Purpose and Need)
  - Concern Identification
  - Public Input (Last 15 Minutes)
- WSB

## Roles

- **Facilitator** – Creates Structure and Enforce Rules
  - Facilitator must remain neutral
- **Taskforce** – Collaborate on Project Recommendations
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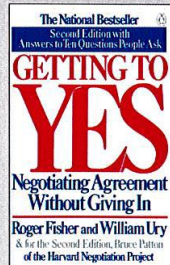


## Project Purpose and Need



## Process Overview: Getting to Yes

1. Separate People from the Problem.
2. Focus is on interests, not on Positions.
3. Use objective criteria.
4. Frame questions around the Possibilities.



## Why Start with a Vision of Project Success?

- Clarity on Project Purpose and Need
- We want to start to develop a mutual understanding of one another's interests, and ideal hopes.
- Create a baseline understanding for working together to develop solutions.
- Ensure solutions are advantageous to broader objectives.



## An Overview of the Process

- Develop Vision (Purpose and Need)
- Brainstorm Potential Concerns with Options
- Analyze Concerns
  - Expert Testimony, Objective Information
- Develop Strategies
  - Managing Interests
- Discuss Effectiveness
  - Expert Testimony, Objective Information
- Feedback on Recommendations



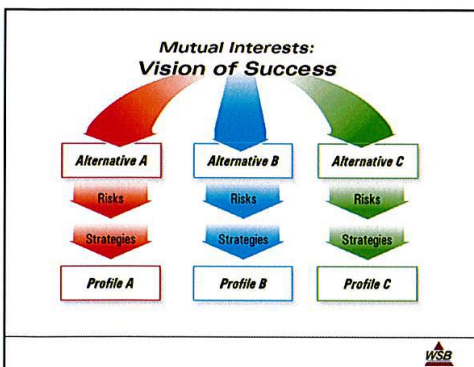
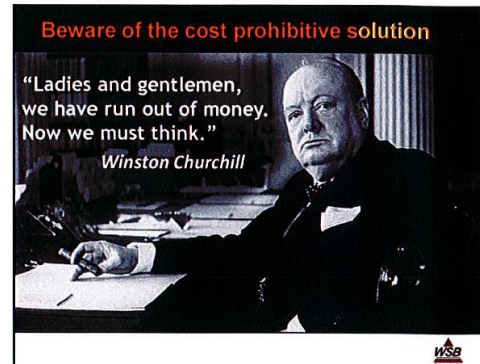
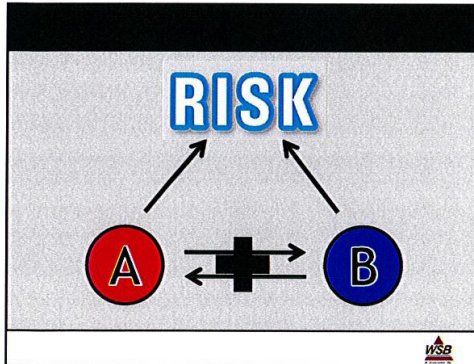
## Create a Positive Environment

### Attitudes we are shooting for....

- If you win, I can win as well.
- I cooperate to get what I want.
- Creating makes conceding unnecessary.

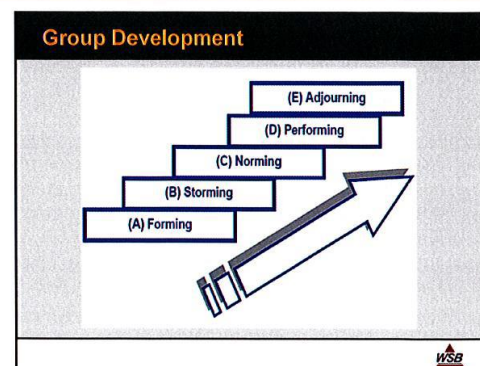






- Getting to Yes: Collaborative Approach**
- A focus on the Problem, not the people
  - A focus on the Future, not the past
  - Manage uncertainty, don't feel it
  - Focus on interests, not positions
  - Develop Trust, See Action

- Summary of Collaboration Steps**
- Facilitate vision for success (Purpose and Need)
    - Includes diverse interests
  - Brainstorm possible Concerns
  - Prioritize
  - Strategize collaboratively
  - Report out as a neutral



### Ground Rules Exercise

- Goal: Creation of a safe environment
- What kind of behavior is conducive to an effective partnership?
- What kind of behavior is counter-productive?
- What do participants need from each other?
- For example, respect for time.



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### Background Needs

What information would be helpful to know?



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### Finalize Project Vision Statement

- The Milan Bridge Project was a success because it enhanced public safety, improved recreational opportunities, addressed historical and environmental concerns, while supporting the local economy through developing the structure in a timely and collaborative manner that met the transportation needs of the local community while efficiently using public dollars.



### Exercise: Envisioning a Successful Project

1. Pretend that you fall asleep tonight, and wake up 20 years from now... and you don't know what happened with the Milan Bridge Project.
2. What did you hear, see, discuss, or read when you woke that proved to you... that the Milan Bridge Project is a success?
3. Please write on your index, a few words or a phrase. Please no long sentences.....



### Questions



### 5 Minute Break

